

# Consolidation & Centralization

(03-05 September 2003)

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**Date:** September 3-5, 2003

**Organization:** PM, NBC Defense Systems

**Host:** Doug Redlich @ Sverdrup Offices in Dumfries, VA

**Attendees:** Doug Redlich, Jere Brown, Doug Davis, Tony King, Don Schoolfield, Dennis Litalien, Mike Myers, and Cathy Clements

**Objective/Purpose:**

- Examine, review and document business processes relative to Consolidated Storage and Centralized Management of NBCD equipment
- Proceed with Core Team and Hub efforts

**Wednesday, 03 September 2003**

**0815 Kick-off (Redlich, Brown, Davis, Litalien, Schoolfield, King, Myers, Clements)**

Redlich welcomed all participants and described Mr. Bryce's schedule. The MROC scheduled for 02 Sep 03 did not occur. Further, Redlich communicated his understanding of the Consolidated Equipment Management Team (CEMT) and Core Team command structure in which Jim Nelson is designated as the Government rep for Mr. Bryce's office.

Schoolfield described the work that the Hub had embarked upon and helpful existing documents had been in this effort. Schoolfield asked about the clarification and review process that the Team would use. The Team agreed that direct communications between team members and SMEs was important. This communication however should be bubbled up to the entire Team for information and action as required. When any such communication requires a change/adaptation to the current CSF vision, the matter should be resolved at the Core Team level.

Redlich described the criticality of documenting/reviewing/approving plans. He recommended getting it down on paper for discussion. Myers suggested a collaborative document repository that was accessible by all Team members. The suggestion was fully supported by the Team. An initial version of the document repository will be available for review in the near term.

Schoolfield provided a copy of the draft CEMT WBS task list to gain attendees' input and rudder. He will update the list per the review comments nlt 9/9/03.

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**1300 Program Manager Briefing (Bryce, Grosser, Nelson, Redlich, Brown, Davis, Litalien, Schoolfield, King, Myers, Clements, Middleton)**

Mr. Bryce confirmed that MROC did not occur as scheduled. It has been rescheduled for 23 Sep 03 at the earliest due to schedules. The gate seems to be I&L regarding facility identification and availability. Bryce has been asked to brief Gen Kelly's Staff (Ms. Sue Kinney) to ensure that these issues have been addressed prior to the next MROC. Team received direction on preparation of additional slides for use with I&L during upcoming meetings with Gen Kelly & staff. The brief must include facility size/upgrade requirements and cost estimates and be in alignment with what was published for the 02 Sep 03 MROC as it widely published and given to all Marine Corps Generals.

Mr. Bryce went on to discuss the financial status of the effort – i.e., supplemental funding will be used through FY05; POM will support FY06 and on. He acknowledged receipt of New Breed proposal and that it was under evaluation by the appropriate people at SYSCOM.

**1430 Interim Requisition Information Solution (Nelson, Redlich, Brown, Davis, Litalien, Schoolfield, King, Myers, Clements, Middleton)**

Mr. Karl Middleton was tasked by Mr. Bryce to develop an interim solution for the collection of requisitions and associated data. This information will assist the Hub in developing an overall view of existing requisitions, due-ins, etc., in this meantime between right now and when the CSF network is fully functional. He presented his recommended approach to the team. Apart from minor suggestions made regarding common vocabulary and alternative methods of collecting data, the Team supported the approach. Mr. Middleton's approach is documented in his presentation: 20030904 - NBCD Interim Requisition Information Solution.ppt. This file will be posted in the proposed document repository.

Following this briefing, Mr. Schoolfield and Mr. King departed to begin work on the CEMT WBS task list update.

**1700 Program Manager Session (Bryce, Grosser, Nelson, Redlich, Brown, Davis, Litalien, Myers, Clements)**

Mr. Bryce advised the Team that the timeline for facilities slides had accelerated. Mr. Bryce will brief Ms. Sue Kinney on Thursday @ 1400 in preparation for General Kelly. He advised that the package should contain, in addition to the facilities information, slides which respond to concerns regarding 'one-stop shopping'. The slides should also address combatant commander's desire to physically view his equipment while in storage. Regarding the facilities estimates, the package should detail to some degree the level of effort expended to arrive at conclusions drawn and presented in brief.

In summary, Mr. Bryce requested three sections of back-up slides: One-stop shopping, TAV, and Facilities. In addition, he requested that the Team review the existing MROC brief and correct any obvious typographical errors that were noted.

**1700 Work Session (Redlich, Brown, Davis, Litalien, Myers, Clements)**

Mr. Redlich worked with Mr. Davis on the 'one-stop shopping' drafts. Mr. Litalien and Mr. Myers prepared the TAV draft. Mr. Brown and Ms. Clements drafted the facilities slides. The Team reviewed all drafts, corrected the MROC typos, and emailed file to Messrs. Bryce, Grosser, and Nelson.

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**2130 Adjourn**

**Thursday, 04 September 2003**

**0800 Brief Review Session (Redlich, Brown, Davis, Litalien, Myers, Clements)**

Redlich, Davis, Litalien, Clements and Myers convened at Kalman location to conduct final review of back-up slides for Mr. Bryce to present to Ms. Kinney. Minor adjustments/additions were made in preparation for the review with Mr. Bryce.

**0915 Bryce Brief Review Session (Bryce, Nelson, Redlich, Brown, Davis, Litalien, Myers, Clements)**

Mr. Bryce offered his comments and input to the team as slides were reviewed. Final version emailed to Grosser for use/reproduction.

**1300 Core Team Work Session (Redlich, Brown, Litalien, Myers, Clements)**

The Team discussed the communication process desired for the overall group given staff growth and schedule acceleration. A draft organization structure was discussed and created for review with Mr. Bryce. The Team identified that critical elements to team/mission success were communication and coordination among Core Team and Hub Team members to ensure a 'single voice' regarding project approach, current efforts, and future vision. Redlich began Phase II planning regarding

- Tentage / Medicants
- Norfolk/Quantico CSF (FMF/Training Command)
- Global Replenishment / Maintenance Support (peacetime/crisis)
- Other commodities (PG 16+)
- Review OIF Marine Corps Lessons Learned on CLS
- Future logistics

**1600 Gen Kelly Staff Debrief (Bryce, Nelson, Redlich, Brown, Litalien, Schoolfield, King, Myers, Clements)**

The Core Team was joined by Mr. Don Schoolfield, Mr. Tony King, and Mr. Jim Nelson for this portion of the day. Mr. Bryce summarized his meeting with Gen Kelly's staff (Ms. Sue Kinney, Mr. Hamner, et al). The original request was for Mr. Bryce to describe our approach to facilities/facilities estimation, TAV, and 'one-stop shopping'. Upon his arrival at the meeting, the objectives expanded to other topics. The audience stated that Gen Kelly didn't want any commercial system to interface with any Government domain; that CIF, CTEP and NBCD assets to be housed under one roof (One stop shopping); and that – in their opinion – the facility upgrade/LSMI were underestimated (\$18/ft cost proposal vice I&L's estimates of \$60/sqft). They agree LSMI costs are correct. They believe the facility upgrade estimate is incorrect. Because typical LSMI costs do not include facility upgrades, I&L wants us to break-out facility upgrades from LSMI data and report it separately.

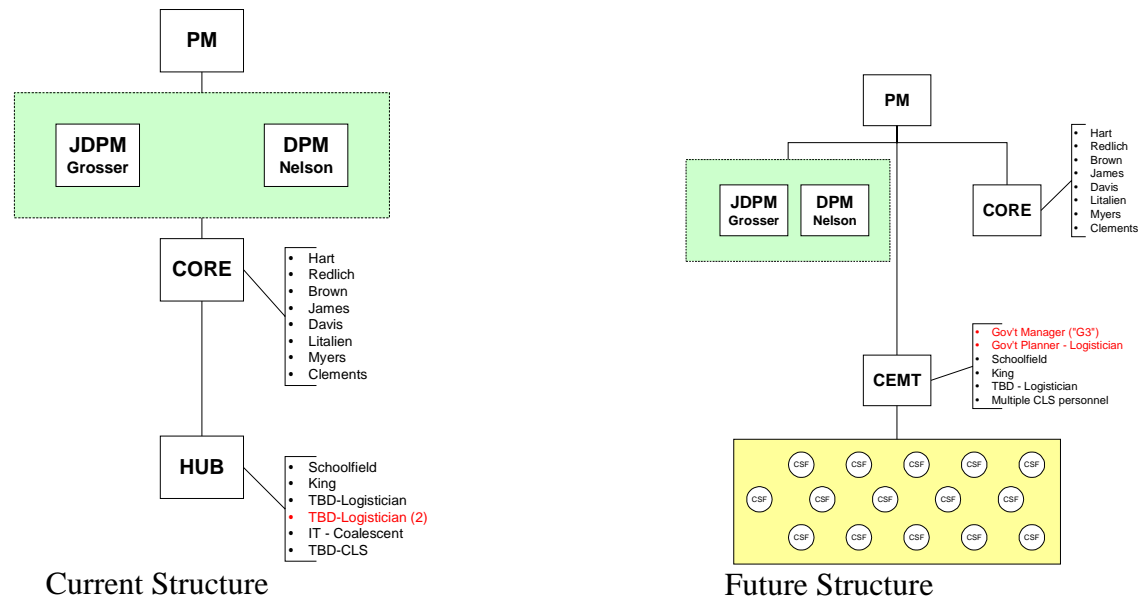
In order to assess the validity of our \$18/sqft, Gen Kelly's staff requested the back-up for the \$18/sqft estimate. Mr. Brown explained to Mr. Bryce that no specialized calculations or processes were used to reach the \$18/ft figure. The figure was chosen based upon input from Bob James and Sam Redding from their experience gained in standing-up the CIF and SSSF, respectively. Specifically, the input was a range of cost from \$5/ft to \$32/ft based upon the condition of the facility. Mr. Brown took action to update Appendix C of Business Case Analysis to satisfy the information request from Gen Kelly's office. Bryce needs the documentation that

supports the \$18/ft cost data as soon as possible so he can forward it to Gen Kelly's office nlt 05 Sep 04.

Mr. Hamner was given two weeks to assess facility availability at each location without performing a full analysis. His assessment must be received prior to the MROC in order to brief Gen Kelly.

**1700 Team Structure (Bryce, Nelson, Redlich, Brown, Litalien, Schoolfield, King, Myers, Clements)**

Consolidation Team Structure was presented to Mr. Bryce for input/comments. Mr. Bryce underscored the need to keep Mr. Hart involved in consolidation efforts since Mr. Hart will be the primary 'customer' of the network given his operational responsibilities for PM-NBCD.



Under the current structure, the HUB will be documenting the centralized / consolidated management processes and procedures (creating Standing Operating Procedures) for the CEMENT and its direct management relationship with the CPF and CSFs for review and validation by the CORE, Deputy PMs, and the PM.

As the planning matures, with the consolidation effort imminent, the HUB will evolve into the CEMENT that will manage the CPF and CSFs. Present CEMENT structure displays a full time Govt rep on site (decision to have Govt rep pending final PM decision). The CORE will displace from current structure C2 oversight to conduct consolidation Phase II planning. The pending Govt rep in CEMENT would coordinate with, not necessarily through Deputy PMs, to PM actual.

The Hub received approval to add additional personnel to the current structure to accomplish near term planning milestones. Mr. Brown has the action on this staffing issue.

**1900 Adjourn**

Appendix C and updated slides were provided to Mr. Grosser at conclusion of session. Brown has the action to complete the Business Case Analysis with support from the Core Team.

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**Next Meeting: 15-19 September 2003 (Quantico, VA) details to follow**

**Actions**

Item	Responsible	Due NLT
Provide attendees with Brown-generated SOW	Brown	20030903
Investigate status of facilities request to I&L	Redlich	20030903
Assist Mr. Middleton with common financial vocabulary	Schoolfield	20030905
Provide revised WBS Task List to attendees for review/addition/comment	Schoolfield	20030909
Investigate status of POM Initiative & report to attendees	Schoolfield	20030912
Increase logisticians on current Hub Team	Brown	20030930
Create document repository and collaboration space	Myers	20030915
Complete Business Case Analysis	Brown	20030923

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### Documents

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Document Name	Version	Date	Originator	Notes
NBC Defense Equipment Reconstitution	FINAL	20030523	Bryce	Submitted to archive (filename: 20030523 - bryce.reconbrief23.ppt)
Business Case Analysis – Appendix C	Ver 1.0	20030708	Brown	Submitted to archive (filename: 20030708 - Consolidation BCA Appendix C)
NBCD Equipment Consolidation Management And Consolidation Storage Facility Program - Phase I SOW	DRAFT - defunct	20030728	J. Brown	Provided to D. Schoolfield for reference
Minutes MARFORPAC Session	FINAL	20030731	Redlich	Submitted to archive (filename: 20030731 - MARFORPAC concerns.DOC)
POA&M	Working	20030811	Redlich	Submitted to archive (filename: 20030811 – POAM.DOC)
MARFORLANT Agenda		20030813	Redlich	Submitted to archive (filename: MARFORLANT AO MEETING 13 AUGUST 2003.DOC)
Letter of Instruction	1.0	20030903	D. Redlich	Provided to all present – hardcopy
NBCD Interim Requisition Information Visibility Briefing	FINAL	20030903	Middleton	Submitted to archive (filename: 20030903 - NBCD Interim Requisition Information Solution.ppt)
ALMAR	DRAFT	20030904	D. Redlich	Submitted to archive (filename:20030904 – DRAFT ALMAR.DOC)
Consolidation Team Structure	0.0	20030904	D. Redlich	Discussed/displayed for all present
LOI	DRAFT	20030904	D. Redlich	Submitted to archive (filename:20030904 – DRAFT LOIdraft.DOC)
LOI – Enclosure 1 (Facilities)	DRAFT	20030904	Brown	Submitted to archive (filename:20030904 – DRAFT Enclosure1FAC.DOC)

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Document Name	Version	Date	Originator	Notes
LOI – Enclosure 2 (Supply, Maintenance, and Deployment Support Processes)	DRAFT	20030904	D. Redlich	Submitted to archive (filename:20030904 – DRAFT Enclsoure2SMDSP.DOC)
TFS T/O & T/E Data	FINAL	20030821	J. Brown	Submitted to S drive for HUB use
MROC Backup Slides	FINAL	20030904	Bryce	Includes updates and new one-stop shopping slide – provided to Mr. Grosser Submitted to archive (filename: 04 Sep 03 MROC Backup Slides.ppt)
MROC Briefing	FINAL	20030904	Bryce	Includes typo corrections to 9/2/03 version Submitted to archive (filename: 04 Sep 03 MROC (with corrections only).ppt)
NBCD Equipment T/O & T/E Spreadsheet	DRAFT	20030821	J. Brown	Submitted to S drive for HUB use